MULTIMEDIA UNIVERSITY STUDENT IDENTIFICATION NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 3, 2015 / 2016

BMH2034 – MANAGING HUMAN RESOURCES

(All sections / Groups)

1st JUNE 2016
9.00 a.m – 11.00 a.m
(2 Hours)

INSTRUCTIONS TO STUDENTS

1. This question paper consists of **FOUR (4)** pages with **TWO (2)** sections only.
2. Section A: **ONE (1)** Case Study. Attempt **ALL** questions.
   Section B: **FOUR (4)** Structural Questions. Attempt **THREE (3)** questions.
3. Please write all your answers in the answer booklet provided.

SECTION A: CASE STUDY (40 marks)

Word-of-Mouth Recruitment Can Help To Increase Diversity

A study in the journal Organization Science by researchers at McGill University's Desautels Faculty of Management and the MIT Sloan School of Management found that, contrary to the popular belief that word-of-mouth recruitment causes gender segregation; it can actually help increase diversity. Additionally, professors Brian Rubineau of Desautels and Roberto Fernandez of MIT Sloan noted that employers are able to influence the process to ensure that it contributes to workforce diversity, and not detract from it. The key to doing so lies in the difference in referral rates. While it is true that man refers more men and few women and vice versa, the difference between the referral rates plays a crucial part as to which group is likely to dominate over time.

"If you have a group that is referring at a higher rate than other groups, then that group is – over time – going to become the majority, no matter how small it was to start with," Rubineau said. The researchers noted that most big organisations already track how people come into the organisation. They suggest that organisations should take it a step further to also track the referral behaviour of their staff. "By also tracking the referral behaviour of their employees, organisations can get a better handle on whether their word-of-mouth recruitment is pushing the organisation towards greater integration or greater segregation," Rubineau said.

He noted that some companies encourage employees to recruit through social media channels such as Facebook, Twitter or email – and have systems to track the referring behaviour. By gathering data from both referrers and job applicants, it's possible to monitor if the process can help the organisation achieve its diversity goals. Another possible tactic is for organisations to encourage their employees to reach out to women and visible minorities within their contact networks.

(Adapted from: *http://www.humanresourcesonline.net/spread-word-increase-diversity/)*

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QUESTIONS

1. Based on the case provided in Section A, explain **FIVE (5)** advantages of using employee referrals as a part of recruitment method.

(10 marks)

2. Besides employee referrals, discuss **FIVE (5)** other ways that organization can use in recruiting workers.

(20 marks)

3. Nowadays, more organizations prefer to employ temporary / internship workers as a substitute towards permanent / contract workers. Discuss **FIVE (5)** reasons behind these trends.

(10 marks)

(Total: 40 marks)

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SECTION B: STRUCTURED QUESTIONS (60 marks)
Attempt THREE (3) questions only.

QUESTION 1

(a) Differentiate between structured and unstructured types of interview.

(10 marks)

(b) Interviews usually involve a transfer of information from interviewee to interviewer, which is usually the primary purpose of the interview, although information transfers can happen in both directions simultaneously.

Discuss **FIVE (5)** common errors that undermines the interview process.

(10 marks)
(Total: 20 marks)

QUESTION 2

Training is teaching, or developing in oneself or others, any skills and knowledge that relate to specific useful competencies. Training has specific goals of improving one's capability, capacity, productivity and performance.

Discuss **FIVE (5)** ADDIE steps that is commonly used in preparing a training for employees.

(20 marks)

QUESTION 3

Performance appraisal means evaluating an employee's current and/or past performance relative to his or her performance standards. Appraisals play an integral role in the employer's performance management process. The appraisal lets the manager and subordinate develop a plan for correcting any deficiencies while reinforcing those things the employee does correctly.

(a) Discuss the reasons why performance management is widely used in evaluating employee's performance.

(10 marks)

(b) Explain **FIVE (5)** mistakes that managers perform when evaluating employee's performance using appraisal interview.

(10 marks)
(Total: 20 marks)

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QUESTION 4

Unfair treatment in organization reduces morale, increases stress, and has negative effects on performance. These employees of abusive supervisors are more likely to quit, and to report lower job and life satisfaction and higher stress.

Discuss the methods that can be used by human resource department in promoting ethics and fair treatment in organization.

(20 marks)

End of Paper